

COSA FLEET NEWS



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Fleet's Strategic Plan



As we begin 2008, it is important to take a brief look back at 2007. It was a year of change and reflection as to who we are, what we want to be and how we are going to get there as a Department. Fleet Maintenance & Operations was established as a department by City Manager, Sheryl Sculley on May 16, 2007. Her announcement stated that the change is "an effort to facilitate improved, more responsive customer service and provide greater focus" of fleet services as an important administrative function of the City. A number of initiatives were undertaken, including individual meetings with department directors, employee feedback about the department's strategic plan, assessment of business processes, and general reassessment of organ-

izational structure. Of course our daily work continued as we processed 65,300 work orders, consumed 5,786,830 gallons of fuel, purchased and received \$17,226,940.08, worth of vehicles and equipment. Our team of 160 employees, which includes 97 technicians, of which 34 are ASE (Automotive Service Excellence) certified, worked diligently all year to ensure that our customers' equipment was properly maintained and available for service. A major initiative completed in 2007, was the development of the Department's Strategic Plan. (See pages 4-6). An employee committee, consisting of the following individuals worked through numerous meetings to help define our Mission, Five-Year Vision, Values, S.W.O.T. Analysis (Strength, Weaknesses, Opportunities and Threats), and Goals and Objectives: Bonnie Marks, Executive Assistant was Facilitator, and Carmen Cárdenas, Department Systems Manager was Technical Advisor. The committee consisted of

Catarino DeLuna, Operations Manager, Norbert Dziuk, Contracts Coordinator, Sarah Cazares, Senior Human Resource Generalist, Gerald Johnson, Management Analyst, Leo Negrete, Superintendent of Zarzamora, Rudy Mello, Superintendent of Parts, Martha Rivera, Fuel Services Coordinator, Matthew Romero, Superintendent of Central Shop, Isabel Rodriguez, Sr. Accounting Clerk, Mark McWhorter, Technician II and Henry Martinez, Master Technician.

I want to thank the committee for their help and guidance in preparing the department's first Strategic Plan and One-Year Action Plan. Their valuable work and commitment has laid the foundation for future strategic planning committees to utilize in evaluating departmental progress and continued change. We are prepared to meet and exceed the challenges in the new year. I wish continued success and prosperity to my staff, our customers and vendors for 2008.

Florencio Peña

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Fleet's Staff Resolutions for the New Year



Deborah Alva, Sr. Parts Clerk
Get ASE Certified.

Richard Boyd, Stock Clerk-
Be more diligent in pursuing opportunities for advancement and volunteering to better the team.

Johnny Mae Adams, Administrative Associate - To become more efficient at my job and to advance myself when opportunities come knocking.

Joe Rodriguez, Jr., Stock Control Crew Leader- Try to go to school

Ramon G. Trejo, Stock Clerk - Continue to improve my skills on system databases, SAP and FASTER and anything else I can learn to make my job easier.

Rudy Mello, Services & Supplies Superintendent - To be the best in my position and to assist my staff in becoming the best or just as good or better than me.

James Caudill, Operational Manager - Clean my office. (A Work In Progress)

Robert Jackson, Parts Clerk - Become ASE certified, proficient on SAP & FASTER and become a buyer for Centers.

Steve Martinez, Parts Clerk -

To increase my learning and knowledge in the parts division.

Cynthia Flores, Administrative Associate - Complete my degree and take one day at a time.

Dora Sandoval, Stock Clerk- Learn more about parts on refuse trucks to assist me in doing a better job of ordering and to get my ASE certification.

Hector Mascorro, Superintendent - Spend less time at work and more time with my girlfriend.

Daniel Enriquez, Supervisor - To be a passive parent as my children go through their teen years.

John Salamon, Technician- Stay focus on family and being healthy.

Ken Ravenscroft, Technician II Continue college and lose weight.

Richard A. Gomez, Sr. Auto Parts Clerk - Lose 20-25 lbs and make time for my church parish.

Brenda Garcia, Fleet Services Administrator-Continue with my weight loss program, have an extreme cosmetic makeover, obtain my realtor's license and

my Certification as an Automotive Fleet Manager (CFMA).

Manny Hernandez, Maintenance worker - Exercise more and improve job skills.

Roberto D. Perez, Jr., Parts Clerk Maintain a cleaner work space, exercise more often.

Leo Negrete, Fleet Maintenance Superintendent-Attend more training, obtain my ASE certification, and encourage my staff to also obtain theirs.

Luis Gonzales, Heavy Equipment Technician - Do my job to the best of my ability.

Robert J. Smith, Equipment Tech-Improve my overall health, start making wooden toys.

John Stevenson, Fleet Maintenance Superintendent-Have a happy retirement 01/08!

Henry Martinez, Heavy Equipment - Master Technician-Train younger mechanics faster.

Carlos Lopez, Equipment Tech To be a better person and to be able to help more people.

Brian Quarrels, Management Analyst-To get back in optimal physical condition to be able to successfully complete a 5k run by the summer.





Interesting Fleet Information

In November and December, the City of San Antonio received checks totaling \$76,343.65 from the IRS, for its use of propane fuel. This fuel credit is given as an acknowledgement to state and local governments for their contribution to the improvement of air quality in their communities. The City owns approximately 308 propane ready vehicles and used 152,686 gallons of propane in FY07.



Mark Lawrence and **Robert Doege**, from CPS training division recently visited Fleet's central tire shop to see the division's tire operation. Kudos to Supervisor, **David Martinez** and staff for your impressive presentation to our visitors.



Kevin Fareri is the new Fleet Acquisitions Administrator in the Fleet Department. He has over 25 years experience in transportation and logistics in both the public and private sectors, including 17 years experience in fleet management. He holds a bachelor's degree in Transportation & Logistics from the University of Tennessee, and is a Certified Automotive Fleet Manager (CAFM) through the National Association of Fleet Administrators (NAFA). He is a seminar instructor for NAFA and is a mem-

ber of NAFA's FleetED Advisory Council. **Kevin's** primary responsibilities include the preparation of technical specifications for vehicles and equipment, administering the acquisition process and managing the remarketing of fleet assets.



Paul Garza, Fuel Service Stock Clerk, has completed the One Call Board of Texas Underground Facility Damage Prevention Course with the Texas Excavation Safety System. **Paul** also received a certificate for attending the annual Texas Commission on Environmental Quality 2007 UST Management & Compliance Assistance Seminar. We salute his continued involvement and commitment with local, state and federal environmental associations to keep the City of San Antonio in compliance with fuel and environmental regulations.



Welcome aboard **Brian Quarles**, Fleet's new Management Analyst. **Brian** holds a BA in Management from the University of Maryland and a Master's of Divinity from Southern Methodist University. Some of his responsibilities will be preparing detailed written reports and presentations on proposed and ongoing projects, analyzing

complex data and developing written summaries on findings and recommendations, evaluating systems policies and procedures and making recommendations for improvements and automation. **Brian** served over 20 years in the USAF, working in Law Enforcement Standards Evaluation and Manpower Management.



James "Jim" Caudill has been temporarily reassigned to Fleet Acquisitions. He is assisting the new Acquisitions Administrator, **Kevin Fareri** with the FY08 vehicle replacement and equipment purchases. **Jim** will continue to oversee the Fleet Maintenance & Operations at the Police Garage.



Fleet's Inventory

EQUIPMENT TYPE	AMOUNT
Motorcycles	25
Automobiles	1,595
Passenger Vans	127
SUVS	98
Cargo Vans	46
Light-Duty Trucks	1,134
Medium-Duty Trucks	569
Heavy-Duty Equipment	375
Off Road Vehicles	876
TOTAL	4,943



¡FELIZ AÑO NUEVO!





Fleet Maintenance & Operations' Strategic Plan

Mission Statement

- ♦ Where we are going now?

To provide customer satisfaction through courteous, loyal, safe and professional services while protecting the environment.

Five Year Vision

- ♦ Where do we want to be in the future?



- ♦ Obtain Blue Seal of Excellence designation
- ♦ Increase utilization of alternative fuel, hybrid vehicles and equipment
- ♦ Encourage a culture that promotes positive communication at all levels
- ♦ Achieve maximum return of remarketing fleet assets
- ♦ Promote better technology and reporting of Fleet services

Values

- ♦ What are our principals and standards?
- ♦ What is the core of what we believe?



1. Teamwork – Work cooperatively and effectively with others to achieve common goals
2. Integrity – Adhere to the highest standards of conduct and moral behavior, and maintain the highest level of ethics in all our actions
3. Loyalty – Devoted to providing customer satisfaction while supporting departmental goals
4. Quality – Provide service that is at the best price, accurate and timely
5. Safety - Assure that our employees are free from the occurrences of risk or injury
6. Excellence – Assure the highest level of customer satisfaction
7. Efficiency – Assure the optimum use of resources
8. Dedication – Committed to the principles of public service
9. Environment – Value protecting our environment
10. Respect – Value our staff and customers, and treat them fairly, with dignity and care





Department Description



Department services include: developing specifications for acquisition of new vehicles and equipment; purchasing and dispensing fuel; repairing and maintaining vehicles, equipment processing, and inspection and licensing; and maintaining inventory records. We provide services to 4,943 vehicles and equipment of various types; including motorcycles, sedans, police cruisers, vans, heavy duty trucks, refuse trucks, specialty vehicles and off road equipment. The Department performs approximately 65,300 work orders per year, manage the consumption of 6M gallons of fuel and purchase \$25M dollars in vehicles and equipment. We operate 14 fuel Sites, seven maintenance facilities, and seven vehicle wash facilities.

S.W.O.T. Analysis

Strengths

- ♦ What are our advantages?
- ♦ What do we do well?

- ♦ Experienced staff
- ♦ Good customer relationships
- ♦ Environmentally conscious
- ♦ Emphasis on professional training and certification
- ♦ Sound technological foundation
- ♦ Committed to high quality and positive results
- ♦ Institutional knowledge
- ♦ Existing vehicle equipment replacement program



Weaknesses

- ♦ What can be improved?
- ♦ What is being done badly?
- ♦ What should we avoid?

- ♦ Intra-departmental communication
- ♦ Openness to change
- ♦ Aging physical infrastructure and lack of long term facilities plan
- ♦ Alignment of organizational goals with specific responsibilities
- ♦ Cross training
- ♦ Incomplete written policies and procedures
- ♦ Lack of Blue Seal of Excellence Recognition
- ♦ Website
- ♦ Acquisition and disposition process





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Opportunities

- ♦ What outside factors offer an opportunity to have a positive impact on the department, City, or Community

- ♦ Training & recruitment partnerships with Alamo Community College District and other educational institutions
- ♦ Contracting with other agencies
- ♦ Perform warranty repair services
- ♦ Use of new technology
- ♦ Partnership with air quality groups to expand use of alternative fuels
- ♦ Offer low life cycle cost of vehicles and equipment

Threats

- ♦ What are the outside factors, beyond our control, which could place our mission and/or operation at risk?

- ♦ Privatization
- ♦ Private sector competing for employees
- ♦ Legislative decisions
- ♦ Changes in technology
- ♦ Loss of customer base
- ♦ Non-Attainment air quality designation



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... May the New Year bring you joy and prosperity ...

